

ILR PARTICLES

OCTOBER 2012



Russ Interviews Conscious Business Leader

JEFF KLEIN

ALSO FEATURED

MICHAEL MCELHENIE SHINES A LIGHT IN A DARK ROOM

OLIVER NGODO AND TRANSFORMITIVE LEARNING

KENTON HAYTT & CHERYL DE CIANTIS ON VALUES BASED LEADERSHIP

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THE LEADERSHIP CARTOON

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Welcome to ILR Particles

“Particle,” a part or portion of matter; a morsel + “Article,” a written composition forming an independent section of a book, newspaper, or magazine= ILR Particles

One of the most amazing things about ILR is that with each issue a theme emerges—like Venus from the mind of Zeus—bursting forth with a natural artlessness from the collective creativity of this quite remarkable Integral community of thinkers, dreamers, and as Tom Christensen so aptly coins, “discoverators.” For me in this issue, it is the themes of Transformation and Enlightenment. Maybe it is because Enlightenment and Transformation are mutually dependent processes: you can’t have one without the other. Or maybe not.

The really interesting thing is that Transformation and Enlightenment are pouring out of the hearts and minds of the Integral Community right here, right now. Marc Gafni, Nick Ross, John Renesch, and Tom Christensen’s articles overflow with richness of language, thought, and spirit. Transformation is the molten center of new worlds imagined by Michael Soloff-Coste. From both ends of the spectrum—the personal and the academic—Oliver Ngodo and the team of Southern, Gaffney, and Moore describe the processes of Transformative Learning while Marilyn Hamilton and Marina Danilova lay the practical groundwork where transformation and enlightenment might begin.

October’s cover features Jeff Klein, a leader in the Consciousness Capitalism movement. Whether

you are relieved by Klein’s assertion that business is inherently ethical or incredulous that the words “conscious” and “capitalism” can exist together in the same universe, Klein offers an important opportunity to examine your own beliefs and assumptions. In his interview, Michael McElenhie explains how the act of examining beliefs and assumptions makes the difference between mediocrity and excellence. And if you have trouble with self-reflection necessary for the process of self-examination, Cheryl De Ciantis and Kenton Hyatt’s article on Values Based Leadership can help you plot a course that can bring you closer to your destination.

I would also like to welcome *ILR Particles* 2012-2013 interns, Carlotta Walker and Mark Harman. What a privilege to work with brilliant people who are also so warm and generous—a combination rare indeed. You’ll find photos and bios of Carlotta and Mark on page 28 of this issue. Thank you Mark and Carlotta! And thanks to you all for supporting *ILR Particles* and *Integral Leadership Review*.



JEANNIE CARLISLE
Editor *ILR Particles*
jcarlisle@integralpublishers.com

Jeannie

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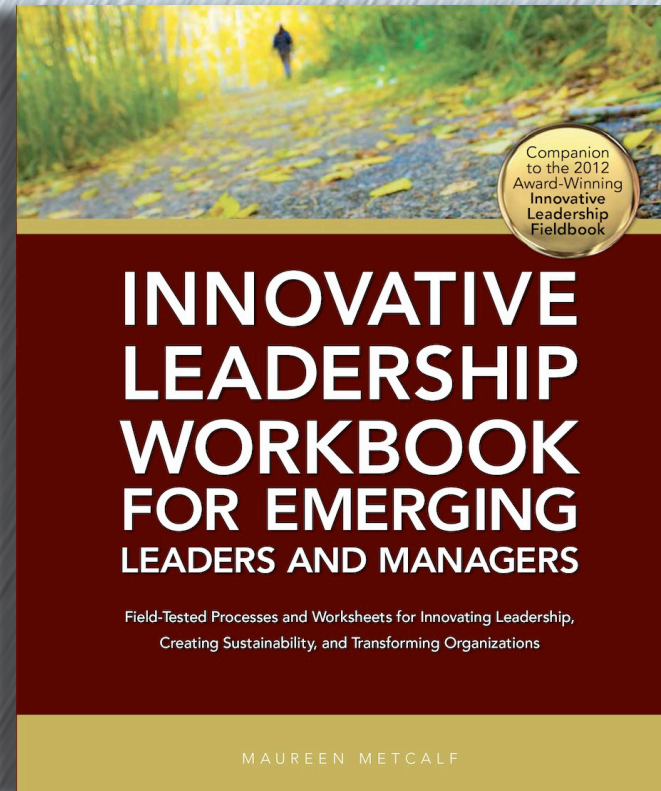


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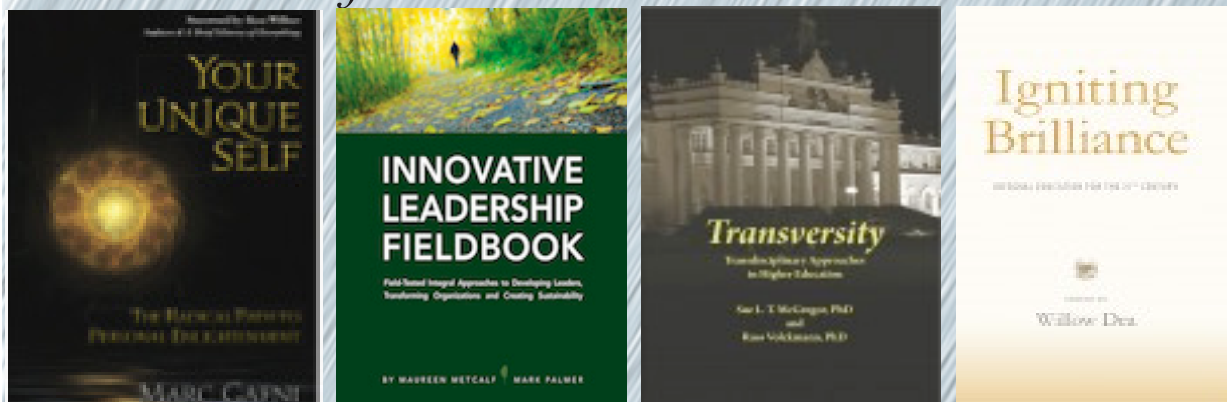
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Fresh Perspective

JEFF KLEIN AND THE BUSINESS OF CONSCIOUS CAPITALISM

Russ Volckmann



Align mindfulness with good intention and the drive to succeed in a market economy and you get something Jeff Klein call Conscious Capitalism. Shifting toward a meaningful, authentic attentive-ness about the impact that an organization has on the communities and environments in which they conduct business in Klein's view, holds a promise for deep satisfaction for all the stakeholders, including the organizations itself. "Conscious capitalism," asserts Klein, "represents an emerging paradigm shift or an emerging new orientation. It is an orientation that has long, deep roots through time and history."

financial markets are really geared towards a short term orientation, which is clearly counter to conscious capitalism," argues Klein. "Conscious capitalism looks at long term implications and the effects of what we do on communities, on the environment and on people."

"Integral perspectives are great but it takes a conscious leader to bridge the gap between the concept and practice."

To Klein, the stakeholder is at the core of the conscious capitalism culture. "What the stakeholder orientation represents is a recognition of interconnectedness ...

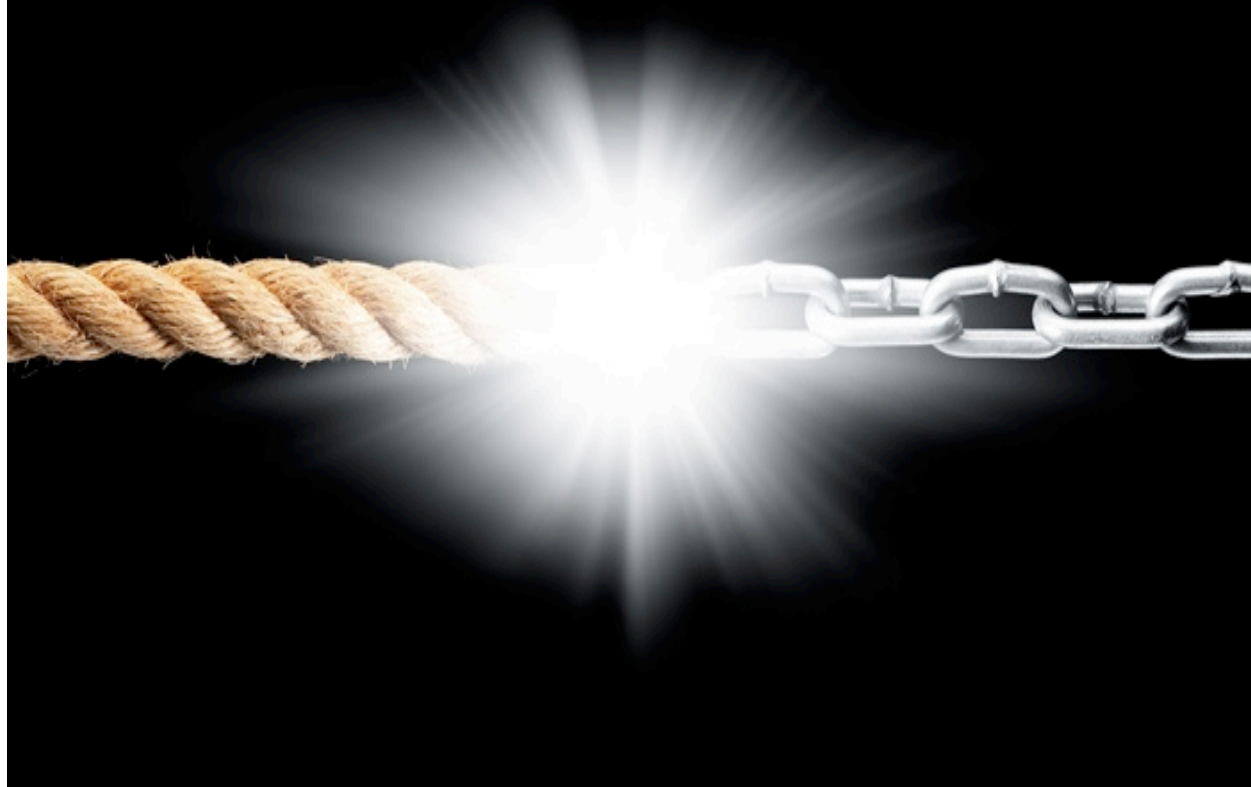
it's saying that what we do as a business, as a group of people coming together, has an effect on others. It has an effect on our customers, our employees, the investors, the communities we do business in, the environment, future generations.

In Klein's mind, two huge issues threaten to undermine the basic ethical position that most businesses maintain: Cronyism and the Financial Markets. "Cronyism is cheating," he declares. "It is manipulation and it exists. You've got huge companies making billions of dollars of profits that don't pay taxes, Now how is that?" The other issue is the financial system. "The

Klein believes that "We need to consider the implications of our actions on these other stakeholders as well as recognizing that they are part of our business. If we engage with them in a wholesome, healthy, positive way, then they are going to bring more energy to our business"

[click here to read the interview](#)

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Fresh Perspective

Michael McElenhie and Integral Consulting

RUSS VOLCKMANN

Why is *this* the process you use? Why is it important to you? Why do you care about this? How do you know that's true? Executive coach and organizational expert Michael McElenhie uses these questions to illuminate the reality of his client's operational limitations.

"I feel like I am a man with a flashlight," he explains. To McElenhie, he is "walking in their organizational darkroom ... moving the flashlight around the room showing them, pointing them and saying, 'Hey! Do you see that?' I'm

also changing the aperture on that flashlight; I'm helping to widen the beam so that they can see more."

McElenhie comes to his battle to vanquish the shadowy darkness armed with a PhD in Organizational, Clinical & Experimental Psychology and a mastery of applied integral theory. He uses a battery of intuition, talent, experience, and self-awareness to effectively help executives identify and reorient themselves and keep their organizations moving in positive developmental directions.

His ability to intuitively perceive an organization's culture and difficulties and failures, are dominant features of McElenhie's

considerable success. "What integral has brought to me is a really deep trust of my intuition – this recognition that there is a lot of data coming from lots of sources and I just need to open myself up to it."

McElenhie's deep passion for helping executives and companies improve and he recognizes that a key component to helping his clients improve is his own self-awareness. He understands that as human beings we have validation bias – we tend to look for data that validates our current

understanding – and he cannot expect clients to look at themselves if he is not willing to actively do the same.

While not always a source of happiness, McElenhie candidly describes integral awareness as "an absolute gift" that does not always feel like a gift. Sometimes, he admits, "It feels like a boot that I'm kicking myself with." This 'boot' is what furthers his personal and career growth. "It's great to have the cognitive capacity to see reality," remarks McElenhie, but that just having "cognitive capacity doesn't necessarily make you any better. It is not nearly enough to make you truly an integral practitioner."

[click here for the complete interview](#)

I'm a man with a flash light
walking around ... moving
the flashlight ...
pointing and saying
'Hey! Do you see that?'

GAME IS OVER! YOU ARE ENLIGHTENED

TOM CHRISTENSEN

Despite the centuries of individuals emerging from monasteries or caves after years and decades of seeking enlightenment, those who seek to lead such efforts are often corrupt and offered no solutions to the suffering that has faced the world. After years of seeking his own illumination, Tom Christensen wondered is enlightenment simply a mirage? His answer was: yes and no. Christensen concludes that while corruption is ever present, “The practices of these traditions have led to extensive intellectual learning and developmental complexity. They distinguish behaviors and thereby develop objectivity and add to cognitive complexity.”

Nevertheless, the life conditions today in which most of us live do not reflect a monastic lifestyle of quietude and contemplation. Things have changed. Christensen notes that today, “Our media and life conditions today grow much more complex heart-brains, much earlier, than was possible when enlightenment practices were codified. Today’s life

conditions do for a huge number of us what rigorous discipline was necessary for in earlier times, and it happens so naturally, we don’t even notice it. Yet, enlightenment is a way of Being that is a huge change. Sometimes it is present and sometimes it is not.”

Christensen has found six measures that are indicative of when we are being and doing from more advanced development: fearlessness, radical objectivity (being able to take on any perspective), transegoic (the witness), unitary epistemology (full knowing, “groking”), attunement (knowing as narrative or qualitative reports), and highly complex cognition. “In our development as human beings in our new life conditions we are, for whatever our personal reasons, forging something new that shares in some allegiance to the notion “Integral”. As we proceed we do appear to be discovering what it is like in advanced phases of development. We are in virgin territory. Besides discovering who we are; we are creating who we are. We are the “discoverators” for our time.”

[CLICK HERE TO DISCOVER MORE](#)



Transformative Learning in Service: *The Pleasures and Perils of Volunteers*

OLIVER NGODO

Some people recall times that they describe as a ‘peak’ experience. They reach an ecstatic moment or awareness – more than just a moment – when an expanded consciousness results in an enduring state of greater clarity and understanding. Often those emerging from a peak experience see themselves transformed by events. Oliver Ngodo is one such person. As Integral Leadership Trainer for CUSO International in Nigeria, Ngodo’s transformative learning experiences were triggered by a volunteer experience that led to deep reflection, resulting in a deep structural shift in his thoughts, feelings, and actions. “The structural shift that I had undergone altered the way in which I existed in the world,” acknowledges Ngodo, “Subsequently, I gained a deeper understanding of myself, my relationships, the natural world, and the interlocking structures of class, race, and gender, and body awareness.”

Ngodo sees the revolution of the role of volunteerism in service organizations as a foundation of his own transformational experiences. In the past two decades many organizations that specialize in assisting people in developing countries, have resorted to recruit-

ing volunteers to assume the duties formally held by advisers and consultants. Along with the emphasis on recruiting volunteers there have been significant shifts in the profile and role of the volunteers assigned to work in developing countries. “Volunteers have increased in average age,” explains Ngodo, “They now



have greater practical experiences. There is also a new tendency that is the increased demand and expectation for a volunteer would be able to assist in strengthening their host organization.” This approach calls for enhanced volunteer professionalism and effectiveness at an organizational developmental level.

Selecting an appropriate role of the volunteer is part of the

process of external engagement which requires a high level of managerial competence on the part of the host organization to – at the very least – work with the volunteer to effectively map out the nature and direction of the change. The issue for both the host organization and the volunteer is how can volunteers be most effective in capacity building and enhancing the organizational mission. The way volunteer’s work may vary, it is vital that the host organization remain in control of – and responsible for – its own change.

[Click here for the full story](#)

Leadership Quote

“[I]f as agents of change we accept the integral nature of human well-being and development, our analyses of conditions and our approaches to change toward well-being and development will then need to take into account the dynamic, systemic, interdependent, interlocking, and holistic relationships among and between all aspects and all dimensions.”

RAUL QUINONES ROSADO
Consciousness-in-Action

VALUES DRIVEN LEADERSHIP

Kenton Haytt, PhD
Cheryl De Ciantis, PhD

There is a bewildering morass of leadership theories and models, each one having a specific prescriptive formulation for “effective leadership.” An incessant call for strong leaders, results driven leaders, servant leaders, charismatic leaders, heroic leaders, collaborative leaders, innovative leaders, tribal leaders – and more – seem to ring out from all quarters of academia and the leadership industry.

Founders of the consulting firm Kairios Group, Kenton Hyatt and Cheryl De Ciantis, looked toward academic discussions to clarify the murkiness created by the inharmonious views on effective leadership. Sadly, their efforts were for naught. Instead the pair turned to what they instinctively knew would provide a

framework for a clearer vision: the Values Perspective.

Values Perspective is a leadership theory that is not simply an iteration of the scores of leadership prescriptions offered by academia or the leadership industry. In contrast, Values Perspective offers what *should* be done. It is an approach

that offers a multi-prism lens that allows for a variety of leadership needs and styles and yet keeps their description at manageable levels.

What Hyatt and De Ciantis do through the Values Perspective makes it possible to understand both leadership style and what allows for – or inhibits – development and flexibility. They suggest that an effective leader should be able to operate with skills that are associated with four leadership styles; Individual-Centered, Designated Authority, Relational Awareness, and Systems Awareness. One’s preferred style, like one’s core values perspective tends to be a stable feature, but individual value choices and operation are very dynamic.

The challenge then is not determining which leadership style is most effective, but to engage the challenging question, “How big is your reach? That is, can you reach from your own, natural leadership style, to include values and associated skills that are high priority issues for those who prefer other leadership styles?”

[Click here to read more](#)

Integral Coaching

AS A TOOL FOR TRANSFORMATIONAL CHANGE



MARINA DANILOVA

Marina Danilova uses Integral Coaching as a catapult to Transformational Change. Her approach is peppered with indispensable and sensible practices that achieve realistic results in the lives of the practitioner and his or her clients. Danilova offers an anatomy of integral coaching, explores its beginnings—including the pioneers of this approach: Carl Rogers, Abraham Maslow, Roberto Assagioli, Clare Graves, Don Beck and Ken Wilber— and demonstrates how “it helps to fulfill the necessary changes as rendered to a client.” Danilova explores what she considers to be the four main claims of integral coaching:

Changes can be translational and transformational. Depending on the type they require different approaches.

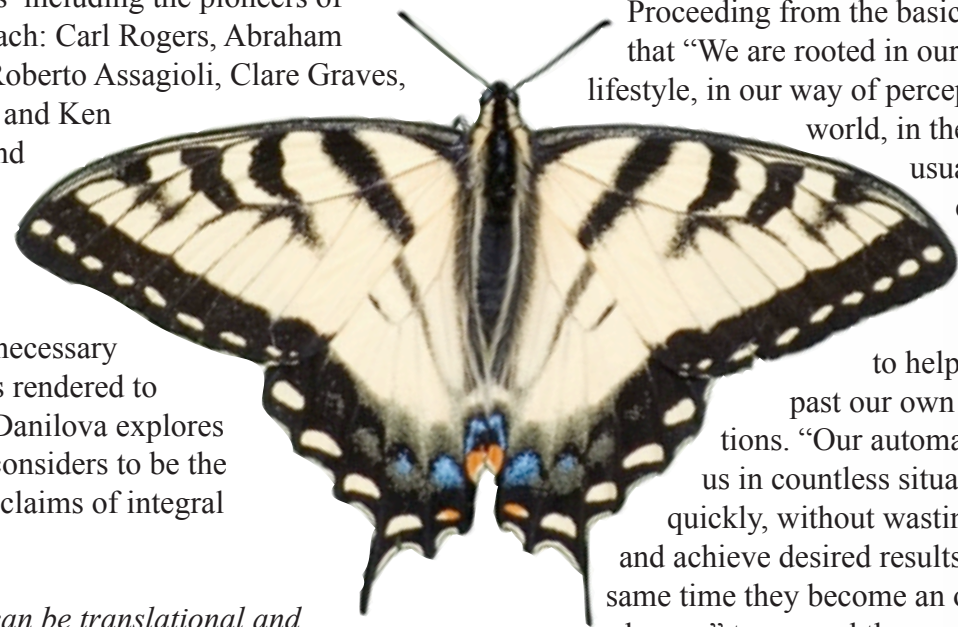
Integrity, integral perception and influence are obligatory conditions of transformation and provide maximum easiness and steadiness on the way of changes.

Objectification of human inner aspects makes it possible to influence them.

Actualization and relying on the existing experience and skills provide for possibilities to form something new.

Consideration of the zone of proximal development ensures stability of motivation and allows finding a method more appropriate for a certain person.

Proceeding from the basic premise that “We are rooted in our current lifestyle, in our way of perception of the world, in the use of our usual filters” to explain exactly why we often need others to help us move past our own perceptions. “Our automatisms allow us in countless situations to act quickly, without wasting energy and achieve desired results. But at the same time they become an obstacle to change.” to expand the range of our awareness, to move across the “edges” of our behavior, gradually creating a new experience, we need someone who will create a comfortable atmosphere, support and/or challenge us. Someone who can help to find and/or create systems that will support the changes – the integral coach.



Click here to read more

EPOCH OF TRANSFORMATION

TOWARDS A PRACTICE OF INTERPERSONAL LEADERSHIP: PART 2

NICK ROSS

In part one of his work Nick Ross introduced a model of interpersonal leadership that underscored the significant fissure between what business expects of its leaders and the capacity for leaders to meet those expectations. In part two, Ross advocates re-imagining the relationship between the ego and the transpersonal self that would bridge that gap. This relationship Ross believes, is vital to mediating between the objective, external world and the subjective inner world.



“The heart at least,” muses Ross, “imagines the whole world to be alive and to be entangled in a reciprocal field of energy.”

Ross feels when four relationships are out of alignment, we lose our center: We become at odds and our intelligence and capability suffers. In Ross’ model of Interpersonal Leadership, positive relationships and high levels of coherence are inextricably linked.

Ross maintains that cultivating a healthy relationship between the ego and the transpersonal perspectives is essential in developing adroit, transformative leadership practices. He writes, “We access different mental states through our capacity to rotate our consciousness *consciously* across and between the perspectives of the ego and transpersonal self, two distinct and complementary ways of understanding self and other.” As humans, we harmonize with self and the other, regardless of the state of the relationship. He astutely surmises that, “Intra-personally, interpersonally, globally and universally, in some meaningful way, *we are our relationships.*”

When, as Ross asserts, our interpersonal and transpersonal relationship with others and ourselves are aligned we encounter greater capability across a range of metrics.

Interpersonal Leadership engages two crucial pairs of relationships that exist in everyone; between the objective, external world and our subjective inner world and between our ego consciousness and transpersonal self as ways in which we can bring together our experiences. Moving between the relationships is to cross a frontier between quite different perspectives on the world. To develop and evolve requires crossing those frontiers many times over a lifetime. Ross explains that, “To move with freedom back and forth across the borders between the ever present natural world, the transpersonal wilderness of our lives, and the organised construct within which we live in the world day to day as civilised people, the reality we call civilisation.”

[CLICK HERE TO LEARN MORE](#)

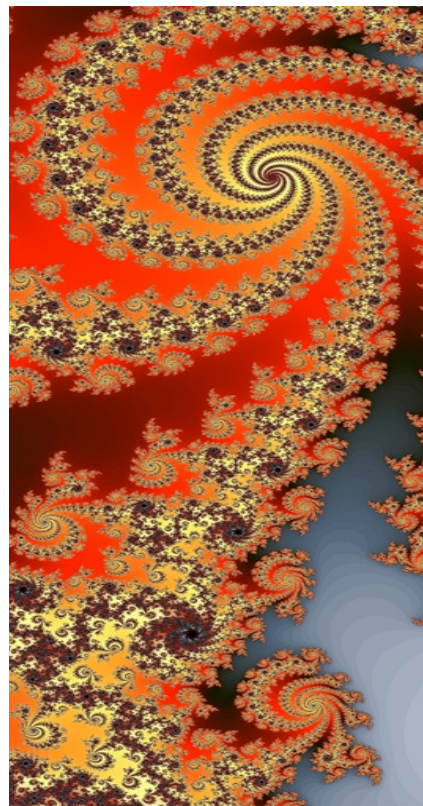
LEADERSHIP TO THE POWER OF 8

Leading Self, Others, Organization, System And Supra-System

MARILYN HAMILTON

Marilyn Hamilton explores the qualities of leadership to the “Power of 8” in this article. She offers a definition of leadership that can be “recalibrated across a spectrum of complexity.” It proposes the integral paradigm as a source for framing, measuring, mapping and tracking leadership across four levels of complexity. “The article examines evidence from three sets of leaders at three progressively more complex levels of leadership, considering their capacities related to moral influence, space and time, within the contexts of organizations, systems and supra-systems,” writes Hamilton.

Definitions of leadership have ranged over the years from leader as coach” to “leader as a values-based organizational change agent” in a model of reality developed by Ken Wilber. This has been augmented by the adult development theory of Clare Graves and subsequent framing as spiral dynamics. Wilber’s model provided a template to observe, track and evaluate the performance of leaders in a wholistic frame attending to what can be observed about individuals and collectives, and what cannot. For the purposes of this article, an acting definition of leadership is: “the dynamic bio-psycho-cultural-systemic capacity of a person to adap-



tively lead human systems at multiple scales of complexity to achieve some outcome.” This approach can be applied across increasing levels of complexity where a fractal definition of community becomes: “the dynamic bio-psycho-cultural-systemic capacity of a groups to adaptively develop human systems at multiple scales of complexity to achieve some shared outcome.” The potential for leadership is released in the context of any given leader’s environment. The development of leadership capacity can be measured as performance that leads effectively in contexts of ever increasing metrics of space, time and moral influence.

Hamilton explains that “As a pracademic, charged with grading and/or supervising evidence for leadership competency, the integral model has even permitted the translation of competencies across frameworks, e.g., grading assignment marks for the modern university; assessing academic research quality for the post-modern school of study; coaching individual leadership performance for post-post modern competency review; and supporting high quality teamwork as collective outcomes in an integral context.”

[click here to learn more](#)

Design Me a Planet

Michel Saloff-Coste

Michel Saloff-Coste, president of Design Me a Planet, believes we are at the limit of our planet. Since the oil shock of the late 70s, the world has dived headlong into an economic, social and ecological abyss. Defying optimistic millennial projections that extraordinary growth in technology would result in rising social equality, the twenty-first century actually reflect a nineteenth century reality of the social inequalities. “We must rethink the way we think,” urges Saloff-Coste. To address challenges facing the planet he calls for “a new political epistemology based on the most advanced trans-disciplinary research in philosophy, economics, society, and technology that is systemic, holistic, and comprehensive.” Then, he believes, we might have a chance.

Saloff-Coste imagines a bold new approach comprised of an economic, social, and ecological approach that articulates the medium and cognitive space for integral human development. Saloff-Coste asserts that Design Me a Planet is the first entity of its kind and

“serves as a platform for collective and individual collaboration that provides a context for open innovation to bring out creative solution and a system for developing worldwide projects. Design me a planet has been described as a “think-and-do tank” interested in building a vision on the planetary scale and finding ways to actualize the vision. This “hub,” as Saloff-Coste describes it, is devoted to addressing the economic, social, and ecological challenges that are facing the planet. Design Me a Planet

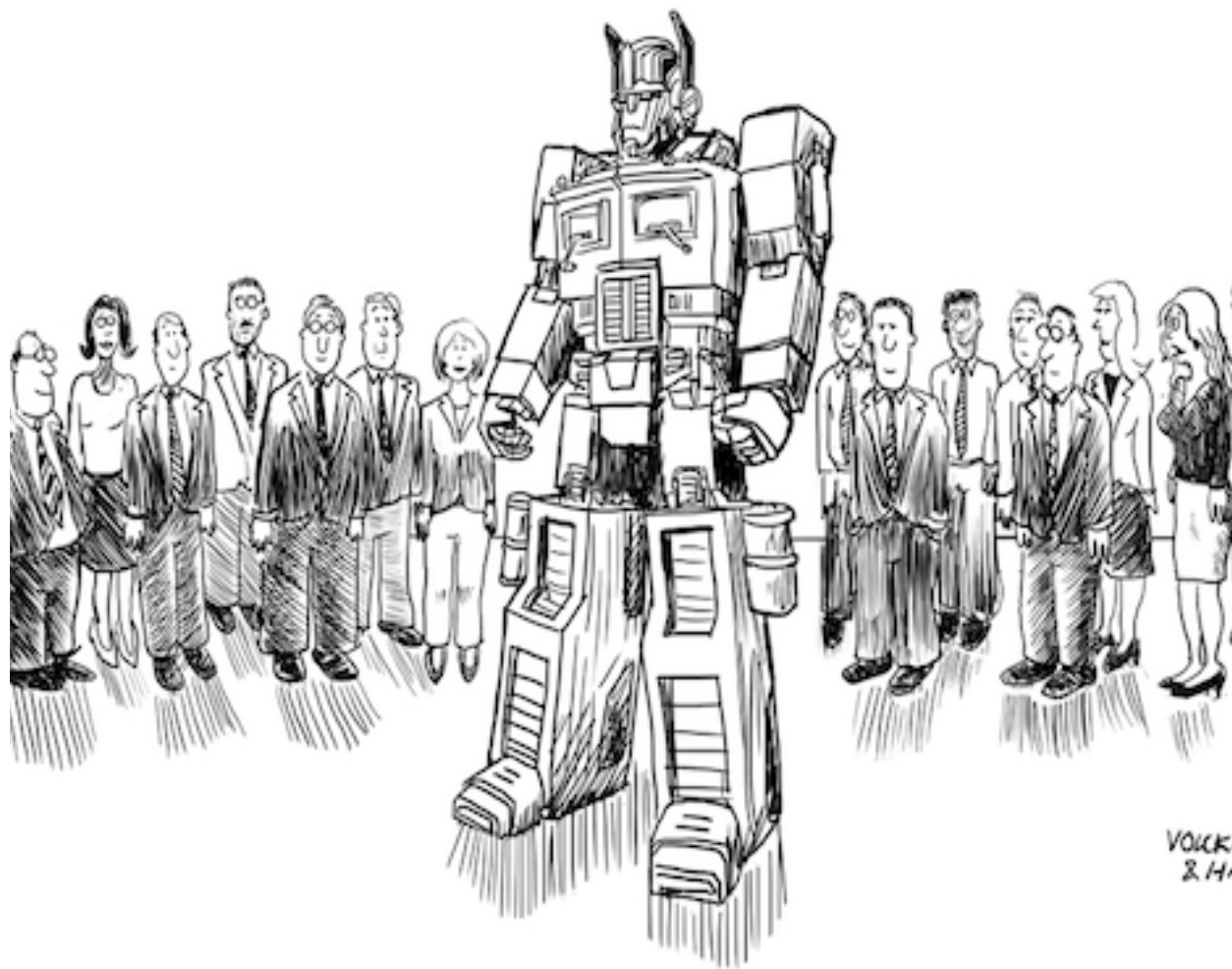
serves as the platform upon which the renewal of democracy at the global level will occur.

Saloff-Coste argues that for a transform in civilization to occur, a revolution of sorts is required to push the new paradigm forward. “In this transition from industrial society to knowledge society,” he explains, “through the fullest possible dematerialization of our industrial products and the development of a multitude of content from our rich culture, we opened the virtual world.”

[Click here to read more Design Me a Planet](#)



LEADERSHIP CARTOON



TRANSFORMATIONAL LEADERSHIP



Mark Hill

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LEARNING INTO COMPLEXITY: Supporting Leaders through Transformative Learning

Putting an End to the Blame Game

NANCY SOUTHERN, ED.D , SYLVIA GAFFNEY, PHD, BERNICE MOORE, PHD

How does your organization respond to conflicts and complex problems? If it is anything like 98% of the business world it is in an unproductive vortex of blame and avoidance that most people call an “executive meeting.” In today’s market of increasing interdependence, interconnectivity, and complexity, can a company afford to spend more time blaming than collaborating? The simple answer is no. In their paper, Southern, Gaffney, and Moore, look at how leaders can use the concepts and ideas from transformative learning to ‘transform’ organizations into ones centered on engagement and collaboration.



provided the mental scaffolding of how they perceived and interacted with the challenges and conflicts complexity presented them. The leaders were then encouraged to appreciate the importance of their influences and support of others in creating conditions for them to meet these challenges as well. The researchers found

that the leaders experienced the increase in complexity as both stressful and exhilarating. The difference in experience was hypothesized to be related to differences in stages of awareness, levels of understanding and support surrounding the individual.

One important finding was the extent to which organizational conditions and culture made

Beginning with the idea that companies need to work with ambiguity in ways that engage creativity, the trio interviewed 14 leaders to determine how their companies were dealing with complexity. Sampling leaders from business, healthcare, government, and non-profits, they designed interviews designed to learn more about how the leaders were experiencing complexity and how this experience affected understanding of themselves, their roles as leaders, and relationships with co-workers.

a difference in the leader’s experiences and ability to change their style of leadership to match the challenge. Those leaders who displayed the best adaptation and abilities to handle increasing complexity received their power through relationships. They also recognized that strong and trusting relationships enable them to take risks that support transformative change. These relationships helped the leaders to break free of the draconic hierarchy present in most companies today and move themselves and their employees into the more productive and contemporary cultural paradigm of collaboration.

Through this process the leaders were able to reflect on the beliefs and assumptions that

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The Conscious Organization Workplaces for the Self-Transcended

JOHN RENESCH

The future John Renesch imagines—and works diligently toward—is one in which organizations hold “honesty (both factual and emotional honesty) and integrity high on its list of core ideals.” It is possible, believes Renesch, that organizations can develop and maintain consciousness through a process of “continually examining itself, committed to becoming as self-aware and responsible as it can at any given time in its life.” Conscious organizations “purposely creates a very low tolerance for dysfunction.” The notion of “collective will” prompts all the players within an organization to “be vigilant about unresolved issues that might fester under the surface of awareness or otherwise go unnoticed like they do in so many organizations today.”



Maintaining vigilance on an organizational level sounds like hard work—and deep commitment—but to consciousness organizations, Renesch claims that vigilance comes naturally. They filter out “an unwanted quality, procedure, practice or other element of its culture, because it has built-in vigilance for that which is not conscious . . . It is imbedded in the DNA of the organization. Once any unwanted dysfunction is recognized, a rallying cry goes out and the organization’s resources are marshaled toward “cleaning up” that area.

So what does Renesch mean by “conscious” in this context? For him, it is very much predicated upon action. “Becoming conscious is becoming aware of something,” he explains, “then acting responsibly in light of the new awareness. It is not synonymous with awareness alone; it involves both. To paraphrase a Japanese proverb, awareness without action is a waste of time.”

There is an elegant philosophical hermetic pattern of ongoing re-examination in Renesch’s model. “The organization’s values and core ideologies need to be re-examined in light of new consciousness” and consciousness is always being renewed in this process. “These core ideals might change constantly as the organization continues to become more and more conscious. Since people and organizations can only strive for total consciousness, the process of becoming more and more conscious is integrated into the “way of life” for the organization; this is part of what a Conscious Organization is.”

The resulting organizational culture invites and welcomes exceptional competence, interdependence, openness and transparency, total honesty, team play, ethical behavior, self-examination, functionality, and peak performance.

[click here to learn more](#)

THREE STEPS TO THE DEMOCRATIZATION OF ENLIGHTENMENT

MARC GAFNI

Marc Gafni believes that Enlightenment consciousness is the most important component of human evolution. With it we go forward as a species; without it we falter. Meeting the challenges of a world where the concept of “local” had been subsumed into “global” insist that a Democratization of Enlightenment occur. “Only such a conscious society,” claims Gafni, “would be able to powerfully address vitally pressing needs of the planet in a way that no local consciousness is able to do

That “Global is local” is a two edged sword that underpins Gafni’s thinking about the process of democratizing enlightenment. While “global” brings a stunning array of wicked problems, it is also the mechanism through which, proclaims Gafni, “We really understand that we are profoundly intermeshed and interconnected, we can consciously form a collective creative planetary intelligence. A conscious society!”

Historically, when “local” existed as more than a concept, few people operated in the realms of Enlightenment Consciousness. “Today,” asserts Gafni, “the enlightened consciousness held by the spiritual elites is no longer enough. We need to move towards a world in which greatness and Enlightenment is not limited to the elites. We need to free up the enlightened creativity of entrepreneurial spirit. We need to create the shift in perspective necessary to hold the new global reality.”

Gafni offers a three-pronged approach to achieve enlightenment – an approach available to everyone. First, it must understand that enlightenment is sanity and vital for all people. Second, attaining Enlightenment does not mean a loss of individuality. Third, the goal of enlightenment is not an evolution beyond ego, but beyond exclusive identification with ego. “The Democratization of Enlightenment is essential both for individual mental health as well as planetary survival.”

[click here to learn more](#)



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Leadership Emerging



Notes from the field



NOTES FROM THE FIELD: SIETAR FORUM 2012+38 IN BERLIN

Sergej van Middendorp, Kazuma Matoba, and Barton Buechner

The focus on Global Integral Competence and Cosmopolitan Communication was conducted through workshops and dialogues. They addressed the question, “What could our intercultural ‘social world’ look like by 2050?” We were joined in our workshop by the current Baron von Steuben who pointed out that some in Europe now thought the old Prussian values to be “warlike” and antiquated, but made his case for their renewal and transformation in a new context of personal freedom and openness.

[WANT MORE? CLICK HERE](#)

EMERGING INTEGRAL THINKING SOUTH OF THE BORDER

Giorgio Piacenza Cabrera

Edgar Morin inspiring local intellectuals to create a sui generis socio-political-cultural movement in Perú. In today's Perú there is a small but growing resurgence of the search for a worldview that not only incorporates modern Western values but which transcends them by re-identifying with values which are more germane to our historical context.

[CLICK HERE FOR THE COMPLETE STORY](#)

DON BECK AND THE NEW FACE OF PHILANTHROPY

Rafael Nasser

DON BECK AND ERVIN LASZLO presented at NEXUS 2012, an event in New York City led by visionary Jonah Wittkamper. It was co-sponsored by Search for Common Ground, an organization that implements projects that focuses on children, youth, leadership training, and sustainable business in over thirty countries and by the Memnosyne Foundation, an international non-profit known for using a strategy it created called “social acupuncture” to innovate programs across the globe aimed at helping diverse communities to pave a healthy evolutionary path for themselves and future generations.

[CLICK TO READ THE FULL STORY](#)

SPIRAL DYNAMICS IN ACTION: THE MOMENTOUS LEAP – CONFAB 13, SEPTEMBER 6-9

Russ Volckmann

Here was demonstration by SDi leaders to support developmental change in political cultures around the world, the growing network of “Spiral Wizards” working in so many places. Presentations included changes in Mexico, Iceland, the Netherlands, the United Kingdom, Canada, the US, Turkey, Australia, Palestine and elsewhere in the Middle East and more. This is what Don Beck would call the Noah imperative: building the ark before it starts raining.

[CLICK HERE FOR MORE SPIRAL WIZARDRY](#)

THE 2012 CONSCIOUS CAPITALISM CEO SUMMIT

Jeff Klein

One-hundred-sixty participating CEOs and other business leaders met to deepen their understanding of conscious capitalism. The most satisfying and encouraging aspect of the Summit was the energy, enthusiasm and engagement of the participants, the warmth and depth of community and the indications of the accelerating emergence of the Conscious Capitalism movement.

[CLICK HERE TO LEARN MORE](#)

THE MOMENTOUS LEAP: TRAVELLING LIGHT AND BEING AN APP

Jon Freeman

Since attending the SDi Confab in Dallas this September I have been engaged with its central theme of humanity's “momentous leap” to second tier. Yellow is the first stage in our evolution at which humanity sees the whole of its history. Without a resilient first-tier platform there is no second-tier sustainability, a building without foundations. The world does not change magically when we change our values – it does so when those values move into the external world and affect life conditions.

[NEED TO KNOW MORE? CLICK HERE](#)

INTEGRAL CITY EXPO & ELABORATORY: GROW LEADERS, GROW HABITAT, ADD SPEED BUMPS, SURPRISES AND SYNCHRONICITIES

Marilyn Hamilton

The recent the Integral City 2.0 Online Conference is an example of creating a leader development habitat. Research is showing that informal leaders initiate most change efforts in the field. This observation was important for the central question of this conference, “How do we design a new operating systems for the city?” Our work positioned us to pay forward to other spheres of influence, the experience of growing our leadership in a dynamic habitat that demanded we wake up, grow up and take responsibilities, just like the conference challenged the human species to do so on behalf of our planet of cities.

[CURIOUS? CLICK HERE FOR MORE](#)

WORKING WITH THE DEEPER FIELD OF EVOLUTIONARY POTENTIAL – A WEEK OF EVENTS WITH STEPHEN BUSBY

Michael Stern and Michael Pergola

Integral Alignment, a NYC community of integral evolutionaries, hosted the powerful facilitator of the intersubjective field, Stephen Busby in New York. Follow this week long on a journey into the realm of the “We-space”.

[THE ‘WE-SPACE’ ODYSSEY CONTINUES: CLICK HERE](#)



Announcements



CENTRE D'ÉTUDES ET DE PRIÈRE DE SAINTE-CROIX

QU'EST-CE QUE LA RÉALITÉ ?

Featuring Basarab Nicolescu

From November 24, 9 AM until

November 25, 5 PM

<http://www.centresaintcroix.net/qu-est-ce-que-la-realite.html>

ADVANCES IN BUSINESS AS AN AGENT OF WORLD BENEFIT

A long term appreciative inquiry study
led by Dr. David Cooperrider

Overview interview—published by Axiom

News: <http://www.axiomnews.ca/sites/default/files/The%20Vertigo%20of%20New%20Vision.pdf>

To engage and see more go right away to
the OpenIDEO innovation site at

<http://www.openideo.com/>

WORLD FUTURE 2013: EXPLORING THE NEXT HORIZON

The Annual Conference of the World

Future Society: July 19-21, 2013 at the

Hilton Chicago Hotel, Chicago, Illinois.

www.wfs.org

info@wfs.org

301-656-8274

2012 AUSTRALIAN AND NEW ZEALAND ACADEMY OF MANAGEMENT CONFERENCE

December 5-7

Perth, Western Australia

www.anzam.org/events/conference/

ACADEMY OF MANAGEMENT AFRICA CONFERENCE

Johannesburg, South Africa

January 7-10, 2013

<http://meeting.aomonline.org/international/southafrica/>

BUILDING THE R&D OF LEADERSHIP April 22-24, 2013

Auckland, New Zealand

www.ila-net.org/Events/2013OceaniaConferenceFlyer.pdf

2012 INTERNATIONAL STUDYING LEADERSHIP CONFERENCE

PERTH, WESTERN AUSTRALIA

December 10-11

www.promaco.com.au/events/islc2012/

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INTRODUCING ILR PARTICLES 2012-2013

CARLOTTA WALKER, PHD CANDIDATE



Carlotta S. Walker is a leadership and management consultant, specializing in quick-service restaurant (QSR) leader development, and has worked in various capacities in the quick-service industry for 12 years. She is currently employed as a franchise field consultant for Kumon North American. She earned a Master's of Science in Administration Degree (HR Administration Concentration) from Central Michigan University, and is currently a doctoral student in Baker College's Doctor of Business Administration program.

Mark Harman, MD, MSc



A Physician Scientist-Executive, currently Mark is entering the consulting field. My educational background is a BS in Biochemistry from the University of Tennessee, Knoxville, Masters of Counselling from Mercer University, two years at McAfee-Mercer School of Theology, and a Medical Degree from St. George's University. He is currently completing an MBA in International Health Systems. Teacher and writer, Mark published research in the fields of Sleep Medicine, Autism, Counselling, and Addiction Medicine. Mark's greatest achievements, however, are his beautiful one year old daughter, Madison and surviving a marriage to an extraordinary woman and accountant for 15 years. His future plans are to leave the 'Ivory Tower' to become a full-time executive consultant, write and publish books in the fields of Psychology, business, and Theology), and continue to participate in his passion for teaching.